State of Montana
Information Technology

FINAL DRAFT 2012 Strategic Plan
For Information Technology

This is the sixth State of Montana Strategic Plan for Information Technology prepared under the authority of the Montana Information Technology Act of 2001. It is published biennially unless special interim plans become necessary.

STATE INFORMATION TECHNOLOGY SERVICES DIVISION

Dick Clark, Chief Information Officer

1 April 2012

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Place Holder for Governor Schweitzer's Letter

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Introduction

STATE OF MONTANA STRATEGIC PLAN FOR INFORMATION TECHNOLOGY

The State of Montana Strategic Plan for Information Technology (Strategic Plan) serves as the voice of the Montana Information Technology Act (MITA), found in Title 2 Chapter 17 Part 5 MCA, and documents the strategies of the State Chief Information Officer (CIO). This Plan is reviewed every two years to identify the goals that will be emphasized. It provides the framework and guidance for state agencies to develop their individual plans for the use of information technology resources. The State IT Strategic Plan also provides accountability to the governor, the legislature, and the citizens of Montana.

The 2012 Strategic Plan for Information Technology is based upon principles and values established in MITA: accountability, aggressive use of information technology, availability, compliance, and governance. The goals and objectives of the Plan were selected using recommendations from the Information Technology Managers Association, requirements as determined from agencies' IT mission statements, strategic plans of other states and federal agencies, and the current list of IT priorities from the National Association of Chief Information Officers. The Plan contains five strategic goals and 17 associated objectives. The objectives are listed with specific action items meant to move us towards accomplishing the objectives.

We in Montana have much to be proud of when it comes making the most of our IT spending. Based on recent information from Digital Government Magazine, Montana gets more "bang for the buck" out of its IT spending than any other Northwestern state. The numbers confirm that we are effective and efficient in our delivery of government services and that we are doing more with less, but there is always room for improvement.

It is my firm belief that technology is the 21st century pillar of growth and development and should be viewed as a strategic asset, not as a bottom line expense item. We will continue to transition in how information technology is viewed in the state of Montana. We will strive to make technology decisions based on economics and economies of scale and not just be budgetary in nature.

As we go forward, we are faced with the continuing challenge of recruiting, training and retaining a talented and innovative IT workforce. We also have the challenge of replacing aging legacy systems. We must continue to align IT to achieve state government's goal of delivering services to its customers in an ever changing environment. I am pleased to present the 2012 Strategic Plan for Information Technology as a guide for confronting these challenges and achieving these goals.

Dick Clark, Montana State CIO.

Vision

MONTANA'S INFORMATION TECHNOLOGY VISION

The state of Montana and its partners advocate that business needs drive technology and that all partners will be included when implementing information technology solutions.

To support this vision, IT initiatives will be grouped by Communities of Interest around business needs and:

- Be customer-focused in providing electronic and traditional access to government services and information;
- Enable its customers to prosper in the global economy through IT solutions;
- Enter into strategic relationships and encourage collaboration at all levels of government to effectively use information technology;
- Meet customers' expectations for reliable and timely delivery of quality services and information;
- Manage and use IT resources efficiently;
- Establish statewide direction for information technology through fiscally responsible and active stewardship.

MONTANA INFORMATION TECHNOLOGY ACT

The Montana Information Technology Act (MITA) defines the state of Montana's policy regarding the use of information technology, the goals of which are:

- Improve the quality of life of Montana citizens
- Provide educational opportunities
- Create quality jobs and a favorable business climate
- Improve government services
- Protect individual privacy and the privacy of information contained within IT systems
- Develop IT resources in an organized, deliberative and cost-effective manner

MITA also expresses certain principles for the State's IT activities:

- Accountability – Set key IT priorities for the State, endorse IT principles and policies, resolve enterprise-wide strategic IT issues, spend IT dollars wisely, and be accountable in our use of IT resources.
- Aggressive Use – Be energetic and innovative in our use of information technology to provide services to our customers.
- Availability – Use information technology to make government services highly available, convenient, and accessible to our customers.
- Compliance – Comply with requirements, state policies, and standards in our procurement and use of IT resources.
- Governance – Ensure the best interests of stakeholders by establishing a framework of transparency and oversight of information technology decisions.

The following goals, objectives, and action items for the 2012 Montana Strategic Plan for Information Technology were developed in conjunction with the Information Technology Board (ITB) and the Information Technology Managers Council (ITMC) to address the technology needs of the state and to achieve the goals and principles of MITA.

Goals, Objectives, and Action Items

GOAL 1: ACHIEVE MAXIMUM VALUE OF INFORMATION THROUGH THE ACTIVE MANAGEMENT OF INFORMATION TECHNOLOGY

OBJECTIVE 1-1: INCREASE USE OF CONSOLIDATED PLATFORMS AND SHARED SERVICES

OBJECTIVE 1-2: RECRUIT, TRAIN, AND RETAIN A HIGHLY SKILLED WORKFORCE

OBJECTIVE 1-3: STRENGTHEN AND EXPAND INFORMATION TECHNOLOGY PARTNERSHIPS

OBJECTIVE 1-4: DEVELOP AND IMPLEMENT MANAGEMENT PROCESSES FOR USING AND SECURING INFORMATION

Activity Items:

- Strategize and implement server virtualization and service consolidation where appropriate.
- Identify statutes, rules, and requirements and develop strategies for the following shared enterprise services: electronic signatures, electronic records, email archiving.
- Identify and reduce barriers to encourage agencies to share resources and adopt common business models.
- Develop an IT Human Capital Management Plan.
- Develop and exploit opportunities for government-government and public-private partnership for the deployment of a cost-effective information system.
- Develop a strategy/framework based upon good practices to exchange statewide information.
- Develop enterprise information security program to institutionalize awareness and best practices to protect sensitive information.

GOAL 2: AGGRESSIVELY USE TECHNOLOGY TO EXTEND CAPABILITIES THAT ENHANCE, IMPROVE, AND STREAMLINE SERVICE DELIVERY

OBJECTIVE 2-1: SEEK OUT AND IMPLEMENT INNOVATIVE INFORMATION TECHNOLOGY SOLUTIONS

OBJECTIVE 2-2: ENHANCE COLLABORATION

OBJECTIVE 2-3: INCREASE USE OF SEAMLESS CROSS-BOUNDARY INFORMATION SOLUTIONS

Action Items:

- Develop a strategy for how and when cloud services should be reviewed and implemented and use in moving a shared service to the cloud.
- Implement a shared information repository to facilitate knowledge sharing.
- Increase public awareness of services available / Increase services visibility of internet portal.

GOAL 3: BUILD AN INFRASTRUCTURE / ARCHITECTURE THAT PROVIDES CITIZENS AND EMPLOYEES OF THE STATE ACCESS TO INFORMATION HOWEVER AND WHENEVER THEY NEED IT

OBJECTIVE 3-1: EXPLORE AND IMPLEMENT TECHNOLOGY TO ENHANCE ACCESSIBILITY, AVAILABILITY, AND USABILITY OF INFORMATION

OBJECTIVE 3-2: LEVERAGE ROBUST TECHNOLOGY PLATFORMS

OBJECTIVE 3-3: DOCUMENT AND IMPLEMENT REPEATABLE TECHNOLOGY MANAGEMENT PROCESSES

Action Items:

- Establish architectural and operational standards to provide a framework for all state IT operations.
- Develop strategies and work plans to confront the issue of legacy application portfolio management.
- Develop a long-term strategy for mobile computing to provide the workforce with greater flexibility and agility.
- Identify good practices such as CMMI, ITIL, and ITSM and institutionalize in the management processes for IT.

GOAL 4: ENHANCE THE RELIABILITY AND SECURITY OF THE STATE'S INFORMATION SYSTEMS

OBJECTIVE 4-1: DEVELOP AND IMPLEMENT AN INFORMATION RISK MANAGEMENT PROGRAM

OBJECTIVE 4-2: IDENTIFY AND DOCUMENT COMPLIANCE REQUIREMENTS

OBJECTIVE 4-3: STREAMLINE AND UNIFY INFORMATION SECURITY PROCESSES IN ACCORDANCE WITH INDUSTRY PRACTICES

Action Items:

- Document and implement processes for risk identification, evaluation, management, and mitigation using a common set of metrics to accurately measure and improve the state's risk posture.
- Develop the methodology and framework for ensuring compliance to legal and regulatory requirements.
- Review and update enterprise and agency security and privacy policies, standards, and guidelines that support an agile, adaptable, and resilient technology infrastructure, and provide for the proper protection of citizens' personal information.

GOAL 5: DEVELOP AND IMPLEMENT AN INFORMATION TECHNOLOGY GOVERNANCE STRUCTURE FOR DELIVERY OF EXPECTED BENEFITS

OBJECTIVE 5-1: DEVELOP AND UTILIZE AN ENTERPRISE ARCHITECTURE

OBJECTIVE 5-2: COORDINATE AND LEVERAGE STATE TECHNOLOGY INVESTMENTS

OBJECTIVE 5-3: PROVIDE ONGOING REVIEW OF CAPITAL INFORMATION TECHNOLOGY PROJECTS

OBJECTIVE 5-4: ALIGN TECHNOLOGY INVESTMENTS WITH THE STATE'S OVERALL GOALS, PRIORITIES, AND MISSION OBJECTIVES

Action Items:

- Institutionalize the use of enterprise architecture in making business decisions to reduce redundancies, improve data sharing, and enhance interoperability.
- Identify and exploit opportunities to provide services through the enterprise or collaborative communities of interest versus single agency approaches.
- Continuously analyze the enterprise technology environment for strengths, weaknesses, opportunities and threats to increase responsiveness to change and contribute to a cycle of iterative improvement.
- Establish and monitor IT project performance measures to provide stakeholders with clear performance feedback and allow swift corrective action when needed.
- Create mechanisms to ensure project compliance with IT policies, standards, terms and conditions, and guidelines.
- Develop a capital planning process that supports the defining and prioritizing of IT investments, improved project management and oversight, and training.